# EDUCATING

## THE FUTURE OF MEDICINE

RUSH

2010 ANNUAL REPORT

"RUSH'S STATE-OF-THE-ART HOSPITAL BUILDING WILL PROVIDE A PHYSICAL EXAMPLE OF THE PATIENT-CENTERED FOCUS THAT'S FUNDAMENTAL TO RUSH'S CLINICAL AND EDUCATIONAL MISSION. THIS BUILDING IS GOING TO BE A LEARNING LABORATORY FOR THE STUDENTS OF RUSH UNIVERSITY."

*– Thomas Deutsch, MD, The Henry P. Russe, MD, Dean of Rush Medical College, Provost, Rush University*

The future of health care is evolving, constantly changing. What will the new model look like? How will we continually improve quality but control costs? Rush has been asking these questions to prepare for a yet-to-be-defined future.

We're preparing by exploring better ways to treat disease, finding new ways to meet the needs of our West Side community and creating the optimal healing environment. Opening in January 2012, Rush's new hospital facility, the Tower, will equip our caregivers and students with sophisticated tools, streamlined processes and more opportunities for collaboration. Amid all of this change, one thing remains clear: what matters first and foremost is the patient. That tenet will never change at Rush, and it will continue to define us as we look to for the future of health care.

Within that core value is our commitment to training our students for whatever the future holds. As our nation faces shortages of skilled, dedicated people in every health profession, Rush has focused its resources and energy on training the aspiring investigators, physicians, nurses and allied health professionals who will commit themselves to the critical work of healing others. In the past year, we did that with great success across the entire campus, and we have confident and compassionate students to show for it. Our students are setting a new standard that will usher us into the future of health care — a future for which we've prepared our students well.

Larry Goodman, MD
Chief Executive Officer
President, Rush University

Richard M. Jaffee
Chairman, Board of Trustees

Thomas A. Deutsch, MD
The Henry P. Russe, MD,
Dean of Rush Medical College
Provost, Rush University

# RUSH IS DEDICATED TO PROVIDING THE VERY BEST CARE

"I **really feel like the faculty and staff at Rush are committed to my education.** The physician preceptor on my clinical rounds includes me in delivery of care, from having me take patients' health histories to speaking with them about their health concerns. **Through these experiences, I'm learning to listen to my patients.** Each day physicians at Rush emphasize respecting our patients and empathizing with them, skills that will help me provide the very best care.

Rush's community service opportunities offer **valuable exposure to diverse patient populations.** I like knowing that by volunteering at the Community Health Clinic **I'm helping uninsured patients** who may not otherwise have access to care. It's been a crash course for my clinical education — while we're seeing patients, a physician from Rush teaches us about managing disease and treating patients in a community clinic setting.

**Rush always puts the patient first.** I hope to become an orthopedic surgeon, so in that respect I know I'm in the right place — we've got some of the best orthopedic surgeons in the country and an **impressive new Orthopedic Building.** But across the board, everyone at Rush has patients' and students' best interests at heart. Throughout our faculty's research, clinical practice and work with us students, **keeping patients healthy is always priority number one.**"

*– Gabriella Ode, third-year medical student*

*Gabriella Ode is on an outpatient medicine rotation in the Rush Senior Care Clinic; a volunteer at the Community Health Clinic, a community service site coordinated by the Rush Community Service Initiatives Program; and an aspiring orthopedic surgeon.*

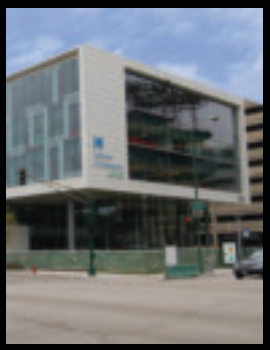
When it comes to our students, we're teaching what we practice.

RUSH EDUCATES FUTURE PHYSICIANS,

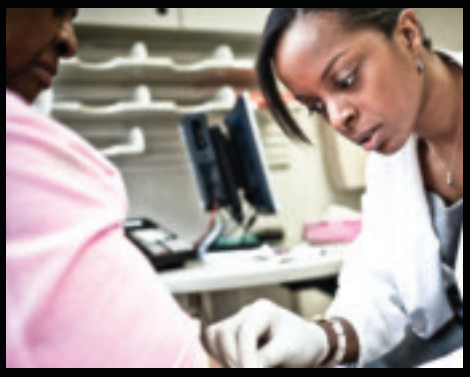
like third-year medical student Gabriella Ode, in a nurturing environment, where doctors listen to patients as closely with their ears as they do with their stethoscopes.

Known for its strength in geriatric care, Rush was recognized by the Committee on the Accreditation of Rehabilitation Facilities in 2010 for excellence in stroke rehabilitation and educational offerings for older adults.

Through activities like the Rush Community Service Initiatives Program, students like Gabriella marry their passion for medicine with their commitment to community.



The average medical student in Rush's Class of 2010 graduated with $165,437 in medical school debt. Events like the annual Rush Ball, which has raised more than $1 million for student aid, help reduce the burden of debt for students like Gabriella.



Rush's new Orthopedic Building is an enhanced facility for orthopedic care and rehabilitation, a site for bone and joint research, and a learning environment for residents and students.

## THE NURSING STAFF AT RUSH IS NATIONALLY RECOGNIZED FOR CLINICAL EXCELLENCE

**Rush provides an investment in its nurses that most other institutions can't match.** I'm not only a student in two of Rush's graduate nursing programs, I'm also a nurse on the surgical intensive care unit and in the emergency department at Rush. During my career I've been a nurse at three different hospitals in a variety of clinical settings, and none of them showed Rush's level of commitment to developing their clinical nursing staff.

At Rush, **students and staff have so much encouragement to be agents of change.** I was one of three students from Rush selected as 2010 - 2011 Schweitzer Fellows. For my fellowship, I've designed and implemented a health education program for homeless youth at the Broadway Youth Center, run by Howard Brown Health Center. Rush has a culture where **everyone shares responsibility for meeting the needs of our community.** Until now, there haven't been many services available to homeless youth — I'm proud to be part of the solution.

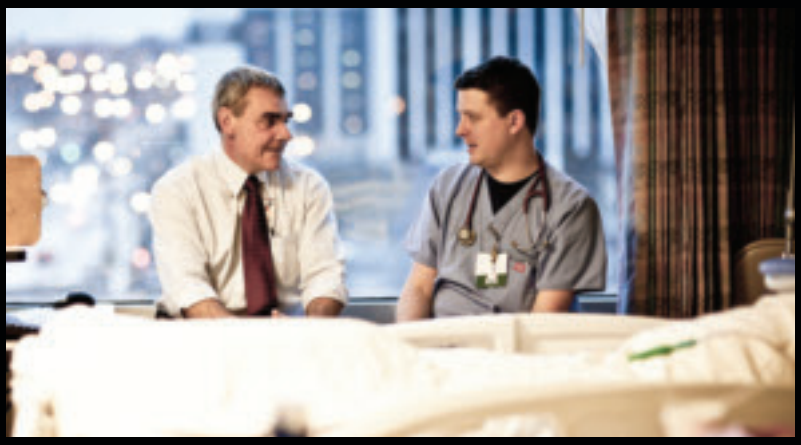
The high quality of Rush's educational enterprise is due in part to the quality of its patient care. **Rush's Magnet-designated nurses are the same skilled teachers and researchers who educate us** in the College of Nursing; they promote clinical research and evidence-based practice and have real bedside experience to share. One day, I will be a nurse educator who helps shape clinical nursing practice; Rush is the best place to get me there.

*– Benson Wright, College of Nursing student and clinical nurse at Rush*

*In addition to his clinical nursing, nursing studies and Schweitzer Fellowship, Benson Wright sits on the surgical intensive care unit's Palliative Care Committee, co-chairs the unit advisory council and serves on the executive board for Rush's chapter of the Sigma Theta Tau International Nursing Honor Society.*

## RUSH IS RANKED AMONG THE NATION'S TOP INSTITUTIONS FOR CLINICAL NURSING EDUCATION.

It all stems from a firm belief that nurses play a critical role as clinical leaders, patient advocates and partners in community service. This philosophy is central to the way Rush educates nurses like Benson Wright, a student in the acute care nurse practitioner and critical care nurse specialist programs at Rush.



Rush's skilled emergency response capabilities positioned caregivers to play a key role in a five-day, bi-state disaster response exercise known as the Prairie North/Vigilant Guard 2010 drill, funded by the U.S. Department of Defense.

Students' spirit of service extends to Rush's caregivers. In the months following the devastating January 2010 earthquake in Haiti, several teams of physicians, nurses and other caregivers from Rush visited Haiti, providing much-needed health care and basic aid.

Known for its evidence-based approach to nursing practice and education, Rush University College of Nursing ranks ninth in the nation in research funding from the National Institutes of Health.

The 2010 Albert Schweitzer Fellowship program provides funding for 31 area health care students, including Benson, to develop and direct year-long projects to improve health and access to care in underserved Chicago communities.

"The major role of a respiratory therapist is to ensure that each patient can adequately breathe, primarily by performing therapies to help their hearts and lungs work properly. These interventions are just part of what it takes to treat the patient as a whole.

On my clinical rounds in the medical intensive care unit, **I work alongside a multidisciplinary team** of heart and lung specialists — cardiologists, pulmonologists, respiratory therapists, medical students and fellows — who collaborate on patient cases. Every case is different, and a respiratory therapist alone can never have all the answers. **It takes a team of specialists, each with their own areas of expertise, to deliver the best patient care.**

When I graduate, I'd like to become a home care respiratory therapist, putting equipment and therapies in place in patients' homes and teaching them about how they work. Regardless of where I practice, **the hands-on experience that Rush has given me makes me confident that I'll be ready.** From clinical practice and clinical rounds to volunteering at the RU Caring community health fairs, my experiences at Rush have prepared me to play an important role on my future patients' health care team.

*– Joshua Wilson, second-year respiratory care student*"

*Joshua Wilson is a member of the first graduating class of the new respiratory care program in the College of Health Sciences at Rush University. In addition to his courses and clinical rounds, he has participated in Rush University's interdisciplinary community service organization, RU Caring.*

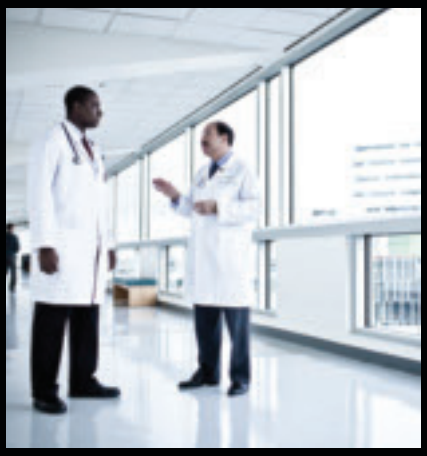
Physicians, nurses and allied health professionals throughout the Medical Center work together seamlessly to deliver targeted patient care. Across disciplines and colleges, these practitioner-teachers prepare students like second-year respiratory care student in the College of Health Sciences Joshua Wilson to emerge as

LEADERS, PROBLEM SOLVERS AND EFFECTIVE COMMUNICATORS ON TOMORROW'S HEALTH CARE TEAMS.

For Martin Luther King Jr. Day in 2010, Rush students held a day of service, organizing a veteran's fair, a breakfast for 250 homeless men and women, and the renovation of a science lab at the James Jordan Boys and Girls Club.

In 2010 the College of Health Sciences launched a new master's degree program in physician assistant studies. Programs like this help address health care's current work force needs.

In 2010 Rush responded to disparities in heart and lung diseases with the founding of the Center for Urban Health Equity. A $10 million NIH grant will facilitate community-based research and health interventions for inner-city residents.



Three programs in the College of Health Sciences — audiology, speech-language pathology and health systems management — ranked among the nation's top 25 in *U.S.News & World Report's* 2010 "America's Best Graduate Schools" survey.

## AT RUSH, THE EVOLUTION OF PATIENT CARE IS DRIVEN BY RESEARCH DISCOVERY

Research scientists at Rush always have the patient's care in mind. Whether they're developing new uses for drugs or collaborating with physicians to translate preclinical research into treatment for a patient population, our research faculty never let us forget that **the patient is the sole reason for our work.**

Even as a student, I'm given the freedom and support to explore my own research, which focuses on drug addiction and the impact on the brain. I'm beginning to investigate the effects of methamphetamine in chronic abusers and its potential relationship to Parkinson disease. My research reflects my interests, but my work is **shaped and informed by the strength of the Graduate College faculty,** whose own groundbreaking work is only possible because of their commitment to the health of patients everywhere.

That level of **commitment to patients' health is clear in the lab, at the bedside and in the community.** I'm very involved with the University's service organization, RU Caring, and the Graduate College Student Council. I've helped organize a 'Be Clean, Be Green' trash clean-up day, and I help plan the annual Emerald Ball fundraiser in support of student research. I know **our efforts will ultimately lead to healthier patients and a healthier community.**

*–Sharanya Kousik, second-year pharmacology student*

*Sharanya Kousik is co-president of the Graduate College Student Council and the allied health leader of RU Caring, Rush University's interdisciplinary community service organization.*

Future researchers like Sharanya Kousik, a second-year student in the Department of Pharmacology in the Graduate College, are taught first and foremost that even if their work starts in a lab, it won't stay there.

EVERY GRADUATE STUDENT RUSH EDUCATES TODAY IS AN INVESTMENT IN THE TREATMENT OF TOMORROW'S PATIENTS.

Rush was awarded 28 research grants totaling more than $20 million through provisions in the American Revitalization and Reinvestment Act of 2009. In total for 2010, Rush received more than $90 million in research awards.

As the cost of education rises, student aid becomes even more critical. The Fourth Annual "Go for the Green" Rush University Golf Outing in 2010 raised nearly $100,000 in scholarship support for students of all four colleges of Rush University.

The Emerald Ball, driven by student volunteers in the Graduate College Student Council, raises essential graduate student research funds. The Third Annual Emerald Ball in 2010 raised more than $13,000 in support of the Graduate College Student Council Travel Award.

RU Caring, Rush's student-led volunteer organization, brings together students from all four colleges of Rush University to serve Rush's West Side community. Their community health fairs provide screenings, immunizations and assessments to more than 1,000 people annually.

# FINANCIAL REPORT

During FY2010, Rush's operating income — the best measure of Rush's financial performance — was $78 million, and the operating margin was 5.6 percent. Excess of revenues over expenses was $105 million, resulting in an excess margin of 7.4 percent. The operating performance was within Rush's financial targets, which have an underlying objective of achieving a return that will allow the institution to invest adequately to fund future obligations and to reinvest in Rush's facilities and programs. This reinvestment strengthens Rush's ability to achieve its mission and vision through its core activities of patient care, research, education and community service.

Patient care continues to be at the center of Rush's mission. Our investments in clinical programs and demonstrated quality continue to attract patients to Rush from across the region, the country and the world. Rush had 35,060 hospital admissions at both of its campuses; 521,692 patients were seen in an outpatient setting, and there were 362,060 visits to our physicians. This resulted in a 4.1 percent increase in net patient revenue for FY2010.

Rush's research and education programs continue to be critical components necessary for achieving Rush's vision to be the medical center of choice in Chicago and among the best in the country. Research expenditures reached $126 million, and revenue increased 8.3 percent in FY2010. Rush University enrolled 1,918 students in the fall of 2010, and tuition revenue increased 8.1 percent because of enrollment and tuition increases.

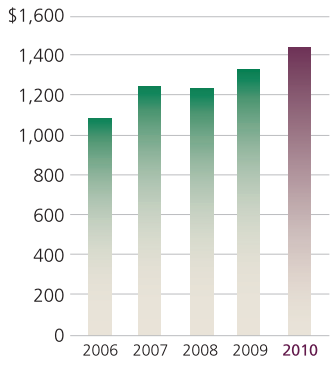
Rush also continues its support of our community. As our patients feel the impact of the economy, more of them require financial assistance for their medical care. In FY2010, Rush provided financial assistance and discounts to 18,839 patients. This represented a 16 percent increase in charity care, in addition to the 97 percent increase incurred in the prior year. Rush provided $136 million in uncompensated care during FY2010. In addition to its patient care mission, Rush also financially supports the education of the next generation of physicians, nurses and allied health professionals and supports the cost of research that is in excess of external funding received. In total, Rush provided nearly $201 million in community benefits in FY2010.

The community continues to demonstrate its support of Rush and its mission through its financial contributions. In FY2010, Rush received $42 million in philanthropic funding to strengthen our research and education programs, to increase Rush's endowment and to support the campus transformation project. The endowment, which provided $14 million to Rush in 2010, continues to support Rush's programs. The endowment investments returned 13 percent in FY2010, resulting in total endowment assets of $378 million at the end of the fiscal year.

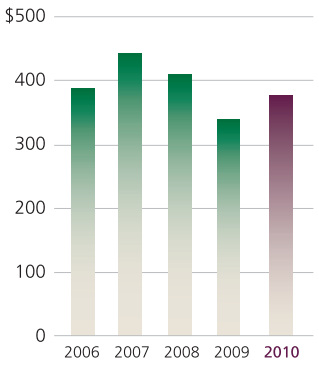
Sustainable financial performance and financial strength are essential as Rush continues with the $1 billion investment in its 10-year campus transformation project. The first phase of the campus transformation project drew to completion in FY2009, and construction on the new hospital building, the Tower, continued throughout FY2010. Rush's excess of revenues over expenses is the primary source of funding of the transformation. By maintaining its financial performance, Rush will continue to achieve its mission and vision and better serve the community.

Tony Davis
Vice President of Finance,
Rush University Medical Center

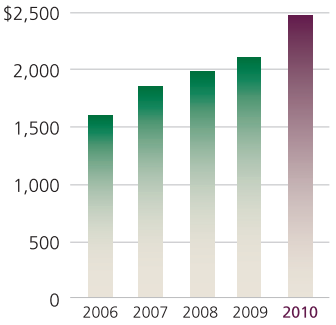
## Total Revenue Including Non Operating (in millions)



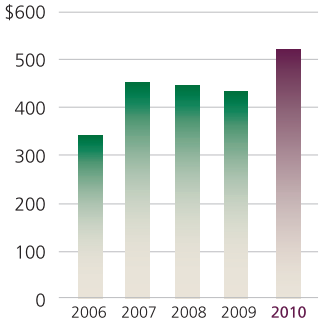

## Total Endowment (in millions)



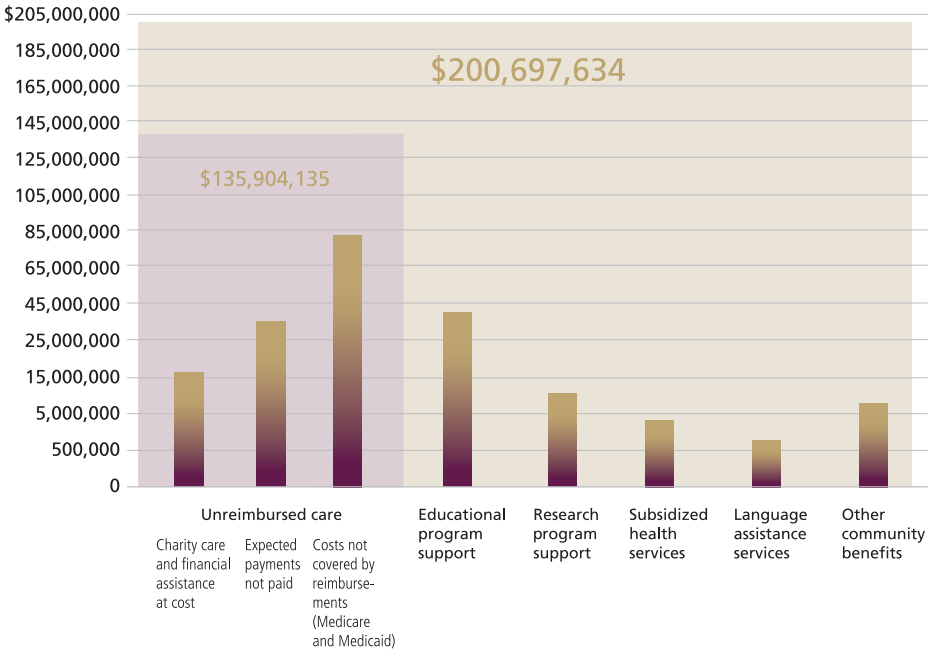

## Total Assets (in millions)




## Total Cash and Marketable Securities (in millions)




## Total Community Benefits and Services for 2010 — $200,697,634 (in millions)



# VITAL STATISTICS

## RUSH IN BRIEF

| | |
|---|---|
| Date founded | 1837 |
| Medical staff | 890 |
| Professional nursing staff | 1,153 |
| Residents and fellows | 650 |
| Employees | 8,426 |

## STAFFED BEDS

| | |
|---|---|
| Rush University Medical Center | 604 |
| Johnston R. Bowman Health Center | 72 |
| Rush Oak Park Hospital | 128 |

## BIRTHS

| | |
|---|---|
| Rush University Medical Center | 2,181 |
| Rush Oak Park Hospital | N/A |

## ADMISSIONS

| | |
|---|---|
| Rush University Medical Center | 30,531 |
| Rush Oak Park Hospital | 4,529 |

## AVERAGE LENGTH OF STAY (Days)

| | |
|---|---|
| Rush University Medical Center | 5.64 |
| Rush Oak Park Hospital | 6.31 |

## PATIENT DAYS

| | |
|---|---|
| Rush University Medical Center | 176,055 |
| Rush Oak Park Hospital | 28,560 |

## OPERATIONS PERFORMED (inpatient and outpatient)

| | |
|---|---|
| Rush University Medical Center | 20,916 |
| Rush Surgicenter | 5,491 |
| Rush Oak Park Hospital | 5,377 |

## EMERGENCY ROOM VISITS

| | |
|---|---|
| Rush University Medical Center | 49,643 |
| Rush Oak Park Hospital | 23,129 |

## PHILANTHROPIC AND EXTRAMURAL SUPPORT (in millions)

| | |
|---|---|
| Total philanthropic gifts | $42.0 |

## GIFTS RECEIVED BY PURPOSE (in millions)

| | |
|---|---|
| Facilities | $20.5 |
| Research | $9.4 |
| Special programs | $0.8 |
| Student aid | $9.2 |
| Unrestricted | $2.1 |

## GIFTS RECEIVED BY SOURCE (in millions)

| | |
|---|---|
| Associations and other organizations | $2.8 |
| Corporations | $5.5 |
| Foundations | $3.6 |
| Individuals and families | $30.1 |

| | |
|---|---|
| RESEARCH AWARDS (millions of dollars) | $90.1 |

## RESEARCH AWARDS BY SOURCE (in millions)

| | |
|---|---|
| National Institutes of Health | $62.4 |
| Other federal awards | $3.0 |
| Other public health awards | $1.7 |
| Private corporations | $20.4 |
| Other | $2.6 |

## RUSH UNIVERSITY STUDENT BODY (as of October 2010)

| | |
|---|---|
| Rush Medical College | 543 |
| College of Nursing | 750 |
| College of Health Sciences | 433 |
| The Graduate College | 171 |
| Students-at-Large | 21 |

## MISSION

The mission of Rush University Medical Center is to provide the very best care for our patients. Our education and research endeavors, community service programs and relationships with other hospitals are dedicated to enhancing excellence in patient care for the diverse communities of the Chicago area now and in the future.

## VISION

Rush University Medical Center will be recognized as the medical center of choice in the Chicago area and among the very best in the United States.

## ACADEMIC PROGRAMS OF RUSH UNIVERSITY

**Rush Medical College**
Doctor of Medicine (MD)

**Rush University College of Nursing**
Master of Science in Nursing (MSN) for Non-Nurses: Generalist Entry Master's Program (GEM)
Master of Science in Nursing (MSN) for RNs
Doctor of Nursing Practice (DNP)
Doctor of Philosophy in Nursing (PhD)
Post-Master's Non-Degree Certificates

**College of Health Sciences at Rush University**
Bachelor of Science in Clinical Laboratory Sciences/ Medical Technology
Bachelor of Science in Imaging Sciences
Bachelor of Science in Perfusion Technology
Bachelor of Science in Respiratory Care
Bachelor of Science in Respiratory Care RRT Advanced Standing
Bachelor of Science in Respiratory Care Three-Year Track Option
Bachelor of Science in Vascular Ultrasound
Certificate of Graduate Study in Health Care Ethics
Certificate Program in Specialist in Blood Bank Technology (SBB)
Combined Master of Science in Clinical Nutrition and Dietetic Internship
Doctor of Audiology (AuD)
Master of Arts in Health Care Ethics
Master of Science Entry Program in Clinical Laboratory Sciences/Medical Technology
Master of Science in Clinical Nutrition for Registered Dietitians
Master of Science in Health Systems Management
Master of Science in Occupational Therapy
Master of Science in Perfusion Technology
Master of Science in Physician Assistant Studies
Master of Science in Radiological Sciences
Master of Science in Respiratory Care
Master of Science in Respiratory Care RRT Advanced Standing
Master of Science in Respiratory Care Three-Year Track Option
Master of Science in Speech-Language Pathology
Residency in Medical Physics

**The Graduate College at Rush University**
Doctor of Philosophy in Anatomical Sciences
Doctor of Philosophy in Biochemistry
Doctor of Philosophy in Immunology/Microbiology
Doctor of Philosophy in Molecular Biophysics and Physiology
Doctor of Philosophy in Neuroscience
Doctor of Philosophy in Nursing (PhD)
Doctor of Philosophy in Pharmacology
Master of Science in Anatomical Sciences
Master of Science in Biochemstry
Master of Science in Biotechnology
Master of Science in Clinical Research
Master of Science in Immunology/Microbiology
Master of Science in Pharmacology
Master of Science in Radiological Sciences
Residency in Medical Physics

In its 2011 "America's Best Graduate Schools" survey, released in FY2010, *U.S.News & World Report* ranked Rush University College of Nursing 19th nationally (out of 390). The following Rush University programs also ranked in the top 25: Nursing Anesthesia (No. 3), Community/Public Health Nursing (No. 5), Psychiatric/Mental Health Nursing (No. 6), Pediatric Nursing (No. 7), Adult Nurse Practitioner (No. 9), Doctor of Audiology (AuD) (No. 9), Gerontological/Geriatric Nursing (No. 9), Family Nurse Practitioner (No. 10), MS in Speech-Language Pathology (No. 18) and MS in Health Systems Management (No. 25).

# PHILANTHROPY AND EXTERNAL AWARDS

As patients, friends and supporters saw the vision for Rush's campus transformation nearly completed and the new hospital rising over the Eisenhower Expressway, the Campaign for Rush University Medical Center continued on its upward trajectory, reaching $310 million overall. Campaign fundraising continues to focus on meeting one remaining goal: reaching our $193 million target for capital projects.

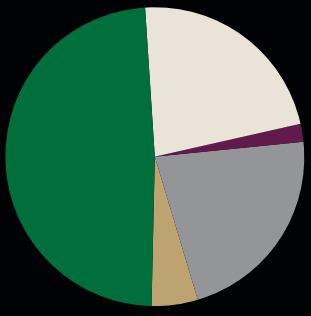
Between July 1, 2009, and June 30, 2010, Rush received $42 million in philanthropic support for the campaign.

While this philanthropic support is vital to Rush's efforts to transform health care in Chicago, it also helps Rush's caregivers, students and researchers maintain their focus on providing the best care available to our patients and community. On behalf of all our patients, Rush is deeply grateful to the individuals, families, corporations, foundations and other organizations who supported Rush in FY2010.

Also, in FY2010, Rush's researchers received $90.1 million in external research awards. Rush's consistent research funding from highly respected sources, including the National Institutes of Health, continues to propel groundbreaking research that will shape the future of health care in our community and across the globe.

For more information about giving to Rush, please contact the Office of Philanthropy at (312) 942-6830 or giving@rush.edu.

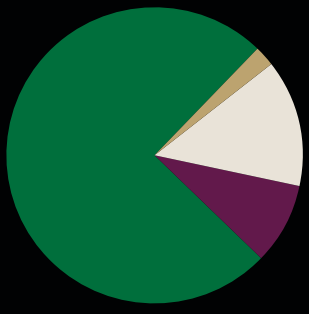
## FY2010 GIFTS RECEIVED BY PURPOSE ($ in millions)



$42

- Facilities and General Campaign $20.5
- Special programs $0.8
- Research $9.4
- Student Aid $9.2
- Unrestricted $2.1

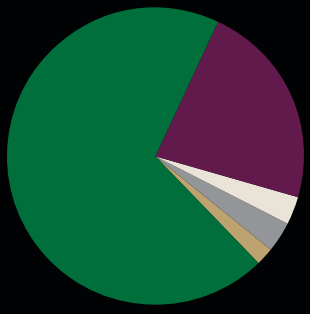
## FY2010 GIFTS RECEIVED BY SOURCE ($ in millions)



$42

- Individuals and families $30.1
- Corporations $5.5
- Foundations $3.6
- Associations and other organizations $2.8

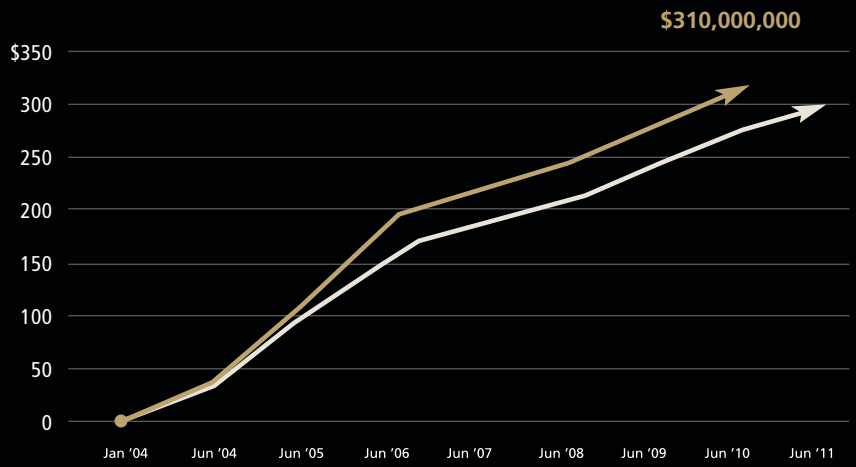
## FY2010 RESEARCH AWARDS BY SOURCE ($ in millions)



$90.1

- National Institutes of Health $62.4
- Private Corporations $20.4
- Other $2.6
- Other federal awards $3.0
- Other public health awards $1.7

## CAMPAIGN PROGRESS




Campaign fundraising through the end of FY2010 remained ahead of the projected schedule, with $310M raised overall.

- Actual Progress Toward Goal (in millions)
- Targeted Progress Toward Goal (in millions)

# GIFTS TO THE CAMPAIGN

Our deepest gratitude to the following donors who have made gifts of $100,000 or more to the Campaign for Rush University Medical Center since the campaign began in January 2004. Every effort has been made to maintain accurate records. If your name is listed incorrectly or omitted, we apologize and kindly ask that you call the Office of Philanthropy at (312) 942-6830 and report the error so that we may correct it in the future. Thank you.

## 21st Century Founders

*The following donors have contributed to our campaign with generous gifts or pledges of $1M or more. List is as of January 2011.*

### Individuals, Families and Family Foundations

Anonymous (2)
Rose H. Accardi* and the Estates of Mary Damiano Accardi and Dr. Vincent Accardi
A. Watson Armour III Charitable Lead Trust
Lolita Sheldon Armour Trust
Edward McC Blair*
Mr. and Mrs. John M. Boler

" ED BRENNAN'S LEADERSHIP PLAYED A BIG ROLE IN STRENGTHENING RUSH. HE BELIEVED IN HOW CRITICAL RUSH WAS AS A RESOURCE FOR CHICAGO AND DID EVERYTHING IN HIS POWER TO ENSURE IT THRIVED. WE'RE VERY PLEASED TO HONOR HIS LEADERSHIP AND VISION IN THIS WAY."

*Susan Crown, vice chairman of the Board of Trustees and chair of the facilities committee, on her support of the Edward A. Brennan Entry Pavilion*

Estate of Annie MacDonald Gunn Bond
The Lois and Edward A.* Brennan Family
Mr. and Mrs. William Gardner Brown
Rosemarie and Dean Buntrock
Estate of Bertram Capus, MD
The Carylon Foundation
Consolidated Anti-Aging Foundation
The Crown Family
Susan Crown, William Kunkler and the SGE Fund
Estates of Helen H. Diggs and Arthur E. Diggs, MD
Mr. and Mrs. Marshall Field
Mr. Robert F. Finke
Mr. and Mrs. Donald F. Flynn
Foglia Family Foundation
Dr. and Mrs.* Jorge O. Galante
Karen and William Goodyear
David and Juli Grainger
The Grainger Foundation
Mr. and Mrs. William J. Hagenah III
Lynne Cooper Harvey Foundation, Inc.
The Lillian K. Hasterlik Family Memorial Fund
Mr. and Mrs. Robert L. Heidrick
Alyssa and Jon Herb
Judy and Marvin Herb
Wendy and Thomas Herb
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*The Mazzetta family (from left, Zachary, Cindy, Tom and Jordan) on their gift to establish the Mazzetta Family Acute Care Neurosciences Unit for Epilepsy Monitoring in the new Tower hospital facility*

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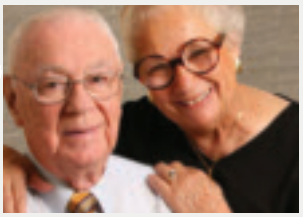

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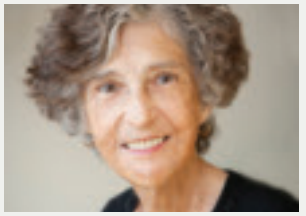

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